# DIVISIONS/SECTIONS GOALS AND OBJECTIVES

| Division/Section | Goal / Objective | Accreditation Criterion | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
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| Office of the Fire Chief /Planning and Accreditation | Goal: To achieve and deliver the Section's core services as well as any additional requested services thoroughly, accurately, and efficiently in support of the overall planning, assessment, accreditation, and analysis needs of the department:<br><br>1. Annually, prepare the Strategic Plan for Implementation of Master Plan Priorities for the upcoming fiscal year, incorporate review comments of Division Chiefs, and obtain Fire Chief's approval.<br><br>2. Annually, coordinate and lead the review and updating of the goals and objectives of the Divisions/Sections.<br><br>3. Prepare the 2023-2029 *Fire, Rescue, Emergency Management and Community Risk Reduction Master Plan* that will replace the 2016-2022 plan. Coordinate the new plan's review and approval process, culminating with plan adoption by the County Council in accordance with County Code, Chapter 21.<br><br>4. Oversee development and updating of MCFRS performance measures and the Fire Chief's annual performance plan in accordance with CountyStat mandates. Work with CountyStat staff to prepare annual departmental performance briefing for the CAO. Assist the Fire Chief with preparations and deliverables for the annual performance review with the County Executive.<br><br>5. Prepare the Annual Compliance Report to the Center for Fire Accreditation International (CFAI). [Not applicable in 2018 when MCFRS will be re-evaluated for accreditation status in accordance with the 5-year accreditation cycle. ] | 2A, 2B, 2C, 2D, 3A, 3B, 3C | | | | | | |

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| | 6. Lead the department through the re-accreditation process (concluding in 2018) involving the updating of the MCFRS Self-Assessment Manual and Standards of Cover documents as well as coordination of the site visit by the CFAI Peer Assessment Team. | | | | | | | |
| | 7. Coordinate and lead the annual departmental planning meeting. Prepare and distribute a report of the proceedings and outcomes. | | | | | | | |
| | 8. Complete Phase 6 (Western County) and Phase 7 (Norbeck Road Corridor) of the Station Location and Resource Allocation Study, and prepare the accompanying reports. Incorporate recommendations into the Master Plan, as needed, through amendments. | | | | | | | |
| | 9. Participate, along with the Facilities Manager, in the County's site evaluation process for the future Montgomery Village, Shady Grove, East County and Norbeck fire stations upon their anticipated inclusion in the CIP. | | | | | | | |
| | 10. Develop, with appropriate partner agencies' representatives, a process for reserving land for needed fire-rescue facilities within new/planned communities. | | | | | | | |
| | 11. Review and provide MCFRS input for community master/sector plans under development or revision by M-NCPPC and the municipalities of Rockville and Gaithersburg to address the needs and best interests of MCFRS in protecting residents, businesses, and visitors in those communities. | | | | | | | |

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| | 12. Continue providing input to Maryland Transit Administration (MTA) on the planning and design of the Corridor Cities Transitway (CCT) and Purple Line to address the needs and best interests of MCFRS in protecting future system users. | | | | | | | |
| | 13. Review MCDOT and SHA plans for new highways and proposed improvements to existing highways in Montgomery County, and provide input to address the needs and best interests of MCFRS in protecting motorists. | | | | | | | |
| | 14. Provide input to presentations or documentation required by the County Executive, CAO, County Council, County department/agency directors, and CountyStat Manager. | | | | | | | |
| | 15. Provide to the department all GIS-related services and products that are requested in a timely manner and of the highest level of quality, accuracy, and understandability. | | | | | | | |
| | 16. Provide more accurate and specific risk management zone data for use in the risk assessment included in the Standards of Cover accreditation document. | | | | | | | |
| | 17. Provide more up-to-date mapping software for fire station personnel to use instead of Visio 2003. | | | | | | | |
| | 18. Hire additional staff to keep pace with planning, accreditation and GIS workload and department-wide expectations as well as to achieve redundancy where there is none presently:<br>• Fill lapsed Senior Planning Specialist position.<br>• Obtain and fill a fulltime, County-employed Accreditation Manager position.<br>• Obtain and fill an IT/GIS Specialist position (grade TBD). | | | | | | | |

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| Office of the Fire Chief /PIO and Media | Provide accurate and timely media relations and public information services:<br>• Provide accurate and timely information and updates to local and national media outlets<br>• Coordinate MCFRS media relations, messaging, branding and safety campaigns<br>• Serve as the official public liaison through which accurate and timely information can be obtained in compliance with the Maryland Public Information Act and HIPAA law<br>• Manage information through the department's website and social media tools | 5B, 9C | | | | | | |
| Office of the Fire Chief / Internal Affairs | 1. Conduct internal and external investigations, including fact finding through interviews/evidence collection.<br>2. Attend court hearings to verify criminal cases associated with investigations. | N/A | | | | | | |
| Office of the Fire Chief / Internal Affairs | Complete background investigations for MCFRS applicants:<br>• Complete background investigations in a timely manner to meet OHR deadlines | 7B | | | | | | |
| Office of the Fire Chief / Internal Affairs | 1. Maintain/enhance Employee Identification and Access System:<br>• Maintain a secure workforce environment by issuing appropriate access and identification credentials to employees<br>2. Ensure employees understand usage, vulnerability and cost of the identification and facility access cards | 5D, 9B | | | | | | |
| Office of the Fire Chief / FESC, Policy and Legislation | Make changes to databases to enhance retrieval of information concerning training records & rank of personnel on the IECS List<br>• Consolidate training records from 4 training databases into the individual's PSTA transcript making it easier to determine their eligibility for promotion.<br>• Consolidate the two IECS lists for volunteer personnel (presently arranged alphabetically and by rank) to be by rank only making it easier to search for individuals who are | 7B, 8B, 9C | | | | | | |

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| | members of multiple LFRDs. | | | | | | | |
| Volunteer and Community Services /Volunteer Services | Reduce instances of failures-to-respond (FTRs) to < 1% of all unit responses at Sandy Spring VFD (SaSVFD):<br><br>1. Develop a SWOT assessment analyzing the staffing pattern, standby policy, and personnel management plan of each of SaSVFD's two stations – Stations 4 and 40.<br><br>2. Using the results of the SWOT analysis, make necessary changes to  SaSVFD's personnel management plan that will:<br>• address more efficient use of existing personnel in meeting staffing needs<br>• identify training needs and a training plan that will lead to the filling of all riding positions (e.g., unit officer, master firefighter, firefighter, EMS provider, etc.) with qualified personnel<br>• address the recruiting and mentoring of additional volunteer members<br><br>3.  Develop a dashboard to be used by the LFRD consisting of the data sets that need to be measured related to FTR reduction.<br><br>4.  Utilize the dashboard to track results for SaSVFD for a period of 60 months.<br><br>5. Using the dashboard results, perform an evaluation of SaSVFD capability to reduce its FTRs below 1%, including quarterly meetings between DVS and LFRD personnel. | 2D, 7B | | | | | | |

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| Volunteer and Community Services /Volunteer Services | Expand resources at three LFRDs, including Damascus, Hillandale and Takoma Park, to create enhanced staffing and resources to assure that MCFRS customers receive the best fire, rescue, and EMS service possible:<br><br>1. Place additional trained members on all units currently staffed 5 nights per week at Stations 2, 12, 13 and 14<br><br>2. Add additional unit staffing such as staffing a second EMS unit, second engine, or tanker with driver and 2nd person | 2D, 7B | | | | | | |
| Volunteer and Community Services /Community Outreach | 1. Improve the Safety in Our Neighborhood (SION) program<br>• Improve the delivery model and data collection capability<br>• Expand delivery of the department's safety programs in schools, summer camps, community-based programs<br>• Work w/MCPS to strategically identify opportunities to provide safety education aligned with State Standards of Learning<br><br>2. Raise awareness about Maryland's new Smoke Alarm Law which becomes effective 1/1/17 | 5B | | | | | | |
| Volunteer and Community Services /Community Outreach | 1.Identify, apply for, and manage grants for community outreach:<br>• Coordinate with the Budget Section to submit grant applications<br>• Ensure all grant awards are in compliance with grant directives and completed on time and within allocated budget.<br>2. Manage performance reporting, expenditures, reconciliations and completion of required reports and audits | 4B | | | | | | |
| Volunteer and Community Services /Community Outreach /CERT | Program #1: CERT Enhancements<br><br>Goal #1: Increase CERT contribution to MCFRS<br><br>Strategy #1: Using trained CERT volunteers, work with DVS to determine areas of MCFRS need and CERT capability overlap. Areas already identified are Damage Assessment, Personnel | 5B<br>8A, 8B | | | | | | |

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| | Accountability Report (PAR) of evacuees, MASS CAL triage assistance and logistics support via Mobile Ambulance Bus (MAB) and Medical Support Unit (MSU) apparatus, and welfare checks or Safety in the Neighborhood (SION) programs<br><br>Objectives:<br>1. Develop a SWOT tool for analyzing the ability of CERT to meet MCFRS evacuee PAR needs in a timely deployment model<br><br>2. Using the results of the SWOT analysis, make necessary changes to CERVIS and request equipment and procedures to staff and deploy CERT for the tasks identified under Strategy #1:<br>  • Using CERVIS, build and test a "ready team" roster and communication plan.<br><br>3. Implement procedures and deploy equipment<br>Strategy #2: Using trained CERT volunteers to assist MCFRS with SION programs<br><br>Objectives:<br><br>1. Identify the training needs of CERT to safely and effectively communicate SION messages, and perform SION tasks such as smoke alarm installations. Develop and implement such training as a recurrent biannual CERT monthly training module.<br>  • Using CERVIS, build and test a "SION team" roster and communication plan.<br><br>2. Implement procedures and deploy equipment | | | | | | | |

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| | Strategy #3: Using trained CERT volunteers to assist MCFRS in conducting damage assessment after storms or other high impact events.<br><br>1. Develop a tool for analyzing current training and ability of CERT to perform damage assessments in a timely deployment model. Check best practices, and coordinate with FEMA and OEMHS on best application for collection and transmission of data.<br><br>2. Using the results of the analysis, make necessary changes to CERVIS and request equipment and procedures to staff and deploy CERTs for the tasks identified in Strategy #3.<br>&bull;  Using CERVIS, build and test a "ready team" roster and communication plan.<br><br>Strategy #4: Using CERT volunteers, assist MCFRS with MAB and MSU usage at mass casualty and other high impact<br><br>Objectives:<br><br>1. Develop training for CERT to meet MCFRS MAB and MSU needs in a timely deployment model.<br><br>2. Make necessary changes to CERVIS and request equipment and procedures to staff and deploy CERTs for the tasks identified in Strategy #4.<br><br>&bull;  Using CERVIS build and test a "ready team" roster and communication plan.<br><br>3. Implement procedures and deploy equipment. | | | | | | | |

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| Volunteer and Community Services /Community Outreach /CERT | Program #2: "Storm Camp"<br><br>Goal #1: Continue and build upon the successful test rollout of "Storm Camp." Conduct 4- 6 Storm Camp events during the FY16 through FY20 time frame.<br><br><br>Strategy #1: Annually review data from Storm Camp events and determine the average number of attendees, hours of instruction, student feedback and overall effectiveness to the community<br><br>Objectives: Apply data and feedback from the annual evaluations to improving or adjusting the Storm Camp Program by identifying the following:<br>    o  Identify subjects to be included<br>    o  Update deliverables such as Storm Camp script, videos and Power Point Program as well as hand out materials.<br>    o  Improve Logistics by determining additional equipment and audio/visual needs, and purchase supplies.<br><br>Goal #2: Promote "Storm Camp"<br><br>Strategy: Increase media awareness and partnership in promotion of the program<br><br>Objective: Develop media partner(s)<br><br>Goal #3: To produce a listing of community groups and citizen associations as well as business groups that will provide students and the ability for MCFRS CERT to improve outreach training | 5B | | | | | | |

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| | interest in the community to prevent the 9-1-1 call.<br><br>Strategies: Use MCFRS PIO and CERT outreach team to make initial contacts. Sign written agreement with groups and venues; enlist third parties in public relations.<br><br>Objectives: Advance booking and public relations to maximize audience size and reach so the program can be delivered in a way that is efficient and cost effective | | | | | | | |
| Volunteer and Community Services /Community Outreach /CERT | Program # 3: CERT Evaluation and Improvement<br><br>Goal #1: Evaluate CERT's contribution to MCFRS, OEMHS, and County, and adjust programming and training as needed.<br><br>Strategy: Using best practices research and evaluation models, conduct surveys and interviews with stakeholders and others to determine areas and needs that CERT does meet, can meet, and should meet in the County.  Evaluate the survey results in light of existing CERT capabilities, training, and funding.  Adjust curriculum, additional training, funding, and roles, as needed, in consultation with DVS. Conduct evaluation every 2 years beginning in 2016.<br><br>Objectives:<br><br>1. Develop a standard set of metrics for analyzing the ability of CERT to meet areas identified by stakeholders.<br><br>2. Develop a research team to conduct the biannual survey. | 3D, 5B | | | | | | |

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| | 3. Develop a set of specific recommendations for CERT based on survey results.<br><br>Based on recommendations developed above, create and adjust CERT training, funding requests, and program commitments (i.e. CERT class frequency, Storm Camp, etc.) to meet the recommendations | | | | | | | |
| Fiscal Management /Budget | Maintain compliance with budget and other fiscal guidelines and regulations:<br>• Adhere to grant requirements<br>• Minimize budget variances | 4A | | | | | | |
| Fiscal Management /Budget | Enhance understanding of FRS fiscal data:<br>• Enhance understanding of FRS fiscal data<br>• Develop department's awareness of FRS fiscal data<br>• Expand external stakeholders' knowledge of FRS budget | 4A | | | | | | |
| Fiscal Management /EMST Billing | Maintain synergy with EMS Division to ensure complete and accurate Patient Care Report (PCR):<br>• Improve success of billing process to maximize cost recovery | 4A, 5F | | | | | | |
| Fiscal Management /EMST Billing | Ensure QA before PCR data are provided to billing vendor:<br>• Ensure bills are based on correct and auditable PCR | 4B | | | | | | |
| Fiscal Management /EMST Billing | Keep up to date with developments in ambulance billing industry and applicable regulations and legislations:<br>• Ensure EMST Billing Program is compliant with relevant legislations and regulations | 4A | | | | | | |

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| Fiscal Management /EMST Billing | Ensure collaboration with EMS Section in addressing impacts of emerging issues in health care delivery on ambulance transport:<br>• Determine impact on cost recovery, and ensure that proactive steps are taken to mitigate any adverse impacts and make provision for additional resources if any upsurge in service | 4B | | | | | | |
| Fiscal Management /EMST Billing | Ensure smooth transition from Emergidata to ImageTrend EPCR:<br>• Prevent delay in transfer of data to billing vendor that may result in reduced cost recovery | 4B | | | | | | |
| Fiscal Management /EMST Billing | Ensure adequate disaster recovery plan for EMST & billing data:<br>• Collaborate with EMS and IT Sections, ImageTrend and billing vendor to ensure set up and frequent update of data to server. | 4B | | | | | | |
| Fiscal Management / Procurement | Ensure that all work units in MCFRS are aware of the entire Procurement Process:<br><br>Management of department's procurement needs to:<br>• procure goods/services as efficiently as possible<br><br>• provide continuous training and advice to personnel<br><br>• minimize disputes between customers and vendors<br><br>• assist in indentifying the most effective acquisition method that meets needs and is compliant with the Montgomery County Procurement Regulations<br><br>• serve as a liaison between contractor/vendor and MCFRS personnel for the delivery and acceptance of contracted goods or services | 4C | | | | | | |

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| Fiscal Management /Procurement | Manage department's Purchase Card ("P-Card") program: <br><br> • Administer the department's participation in the County-issued credit card program by interacting with Finance and providing internal agency management and oversight including: record keeping, activity reports, new issuance, spending limit changes, cancellation <br><br><br> • Monitor program to ensure there are no program violations by MCFRS  P-Card users | 4C | | | | | | |
| Fiscal Management /Procurement | Enhance Procurement Section productivity and capabilities: <br><br> • Develop redundancy of payment processing and P-Card administration, including cross-training of Procurement Section personnel to: <br><br> • manage and provide oversight of the department's invoice processing and payment utilizing Oracle <br><br> • review and provide electronic approval of all Oracle invoice payments and direct payment request | 4C | | | | | | |
| Fiscal Management /Procurement | Assist Local Volunteer Fire Departments (LFRDs) to enter into existing County Contracts**:** <br> • Meet with the Facilities Section Manager to discuss the most urgent goods/services provided to the LFRDS that should be under contract <br> • Meet with the Fleet Section Manager to discuss the most urgent goods/services provided to the LFRDS that should be under contract | 4C | | | | | | |

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| Fiscal Management /Procurement | Increase Department's participation in the Local Small Business Reserve Program (LSBRP): <br>• Increase participation in the LSBRP program by at least 10%. <br>• Attend outreach events to increase awareness of the program. <br>• Encourage current local vendors to register in the LSBRP program. | 4C | | | | | | |
| Operations /Communications | Improve emergency call processing and dispatch times: <br>• Reduce call taking and dispatch times for Fire Full Assignments and Echo/ALS2 events to comply with NFPA 1221 and CFAI requirements | 9B | | | | | | |
| Operations /Communications | Improve compliance with Priority Dispatch Protocols: <br>• Utilizing a standardized quality assurance process, reduce errors in call processing for Full Assignments and Echo/ALS2 events <br>• Achieve greater than 90% average protocol compliance scores for call taking on all Fire Full Assignments and Echo/ALS2 events in compliance with Priority Dispatch EMDQ and EFDQ guidelines | 9B | | | | | | |
| Operations /Communications | Achieve successful implementation of the PSSM Program: <br>• Implement each PSSM project (Computer-Aided Dispatch, Fire Station Alerting, Radio System) meeting success benchmarks defined in each program charter | 9B | | | | | | |
| Operations /Communications | Train personnel to fill uniformed operations vacancies at ECC: <br>• Train at least eight uniformed personnel each year at the rank of Firefighter/Rescuer III to maintain a field reserve pool of ECC-Q personnel, to fill any ECC roster vacancies, to allow personnel to transfer out of ECC with an immediate replacement available, and to provide for promotional opportunities and succession planning | 9B | | | | | | |

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| Operations /Communications | Recruit and train civilian personnel to replace uniformed dispatchers:<br>• Recruit and train <u>each year</u> at least nine civilians as Public Safety Communications Specialists | 9B | | | | | | |
| Operations /Communications | Develop in-service training program for ECC personnel:<br>• Provide all ECC personnel with at least 20 hours of specific, verifiable, realistic, and on-going training (SVROT) each year | 9B | | | | | | |
| Operations /Communications | Achieve successful consolidation of call-taking and dispatch functions under Montgomery County Police ECC:<br>• Develop a transition plan to consolidate all fire/rescue call-taking and dispatch services under the MCP ECC | 9B | | | | | | |
| Operations /Emergency Medical Services | Improve EMS logistical functions to improve efficiency and cost effectiveness:<br>• Improve warehousing of EMS equipment/supplies:<br>  • Establish central supply at Southlawn Warehouse<br>  • Obtain automated materials management system<br>  • Hire full time warehouse manager<br>• Develop non-durable supplies management:<br>  • Develop system to monitor shelf life<br>  • Implement program to ensure rotation<br>  • Rotate stock at stations | 5F, 6E | | | | | | |
| Operations / Emergency Medical Services | Enhance EMS Capabilities:<br>  • Establish fulltime Medical Director<br>  • Explore options to deliver assessment and care on low-level calls (Alpha & Omega) to reduce service demand and hospital overcrowding:<br>    • Establish at least two transport units staffed with a paramedic and Physicians Assistant (PA) or Licensed Nurse Practitioner (LPN) to respond to repeat customers (potential partnership with HHS) | 5F | | | | | | |

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| Operations /Field Ops | Eliminate current staffing deficiencies by ensuring minimum staffing at all stations on all primary units: <br> • Correct deficient availability/reliability of Fire/Rescue Service, and prevent future deficiencies in areas of projected growth <br> • Ensure  minimum staffing on all primary units | 5E, 5F, 5G, 5H, 5I, 5L | | | | | | |
| Operations /Field Ops | Ensure 4-person staffing for all primary suppression and heavy rescue units: <br> • Plan, hire, and train to fill current vacancies and future requirements <br> • Formally recognize 4-person staffing as being the minimum requirement. <br> • Increase operating budgets to support hiring and retention of personnel. | 5E, 5G | | | | | | |
| Operations /Field Ops | Meet the  accreditation program response time goals as set forth in the County Council-approved Fire-Rescue Master Plan as well as voluntary response time standards set forth by NFPA in Standard 1710: <br> • Maintain or construct fire stations in locations that best serve the public <br> • Relocate or expand existing stations and build additional stations | 2C, 5E, 5F, 5G, 5H, 5I, 5L | | | | | | |
| Operations /Field Ops | Meet the accreditation program response time goals for ALS as set forth in the County Council-approved Fire-Rescue Master Plan as well as voluntary response time standards set forth by NFPA in Standard 1710: <br> • Achieve the goal of paramedic arrival on the scene of 90% of ALS calls within 8 minutes <br> • Staff the remaining seven 3-person engines with 4-persons, including a paramedic, at Stations 2, 5, 10, 11, 20 and 26. | 2C, 5F | | | | | | |

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| Operations /Field Ops | Improve ALS response time by minimizing the percentage of BLS patient care by paramedics:<br>• Strategically place ALS chase cars in service with one or two paramedics per chase car. ALS chase cars will not normally be dispatched to BLS incidents nor will they transport patients.<br>• Place 8 ALS Chase Cars in service in stations having the highest demand for ALS services. | 2C, 5F | | | | | | |
| Operations /Field Ops | Correct span-of-control deficiencies by establishing Battalion 6:<br>• Ensure no Battalion Chief supervises more than 7 stations<br>• Staff a 6th Battalion Chief Office and reconfigure stations into the 6th Battalion | 5E | | | | | | |
| Operations /Field Ops | Correct known deficiencies in statistics, data, IT support and program administration in Operations:<br>• Establish specialized positions to support the IT, planning, and administrative needs of Operations<br>• Use civilian and uniformed personnel to support needs of field operations | 9C | | | | | | |
| Operations /Field Ops | Ensure adequate supervision and training of EMS responders:<br>• Staff an EMS Supervisor position for each battalion | 5F, 8A, 8B | | | | | | |
| Operations /Special Ops | Improved Special Operations Training:<br>• Achieve better coordination and tracking of Special Operations<br>• Fund and staff a full time Captain position to serve as a Special Operations Training Officer | 8A, 8B | | | | | | |
| Operations /Special Ops | Improved Special Operations logistics:<br>• Reduce duplicate equipment purchases and provide a cache of equipment to resupply Special Operations units<br>• Fund and staff a full time Master Firefighter position to serve as Special Operations Logistics Officer | 6E, | | | | | | |
| Operations /Special Ops | Improved Special Operations events:<br>• Provide coordinated planning for and response to special events | 5L, 7B | | | | | | |

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| | • Fund and staff a full time Special Operations Events Coordinator position. | | | | | | | |
| Operations /Special Ops | Improved supervision of Special Operations resources: <br> • Provide oversight and coordination of Special Operations resources by an on duty Battalion Chief <br> • Fund and staff a full time, shift work Battalion Chief's position for supervising and managing Special Operations | N/A | | | | | | |
| Operations /Special Ops | Improved supervision of Technical Rescue and Swift Water Rescue Teams: <br> • Provide oversight and management to Technical Rescue and Swift Water Rescue Teams <br> • Fund and staff a full time Battalion Chief's position for supervising and managing Technical Rescue and Swift Water Rescue Teams | 5G | | | | | | |
| Operations /Special Ops / Fire and Explosives Investigations | Increase number of personnel assigned in the Section to meet the daily staffing requirements: <br> • Develop support within department for increased staffing <br> • Complete staffing model and present objectives to staff <br> • Work with FRS budget office to include staffing request | 5C | | | | | | |
| Operations /Special Ops /Fire and Explosives Investigations | Ensure rapid and reliable response to hazardous devices and weapons of mass destruction events through the Bomb Squad: <br> • Ensure all Bomb Squad personnel are proficient in the rapid response to events to include: equipment use, PPE selection and donning, SWAT operations, and rapid assessment techniques <br> • Ensure adherence to National Bomb Squad Guidelines requirements for training and certifications <br> • Ensure adherence to Metropolitan Washington Council of Government adopted METROTECH guidelines for response and equipment | 5C, 5L | | | | | | |

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| | • Utilize the Bomb Squad staffing to provide:<br>   o Training to certified command officers<br>   o Training to all department personnel via the annual recertification/training process<br>   o Monthly training to all hazardous device technicians. | | | | | | | |
| Operations /Special Ops / Fire and Explosives Investigations | Hire a civilian analyst for administrative support for FEI by maintaining case data, analyzing data to assist investigators with case closure, and functioning as the connection with community and insurance company requests:<br>• Develop support within department for position creation<br>• Complete survey with OHR on appropriate position description<br>• Work with FRS budget office to include position request in budget | 5C, 9C | | | | | | |
| Support Services /Information Technology | Support existing automation systems:<br>• Provide IT end-user training<br>• Evaluate IT systems and equipment<br>• Collaborate with DTS and other agencies/organizations (County, regional)<br>• Maintain interoperability | 8B, 9C | | | | | | |
| Support Services /Information Technology | Embrace and implement new systems/equipment and upgrades:<br><br>• Upgrade the data center to improve reliability and maintainability<br><br>• Provide training for IT staff and end-users<br><br>• Evaluate and document applications and systems | 8B, 9C | | | | | | |

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| Division/Section | Goal / Objective | Accreditation Criterion | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
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| Support Services /Information Technology | Support the Fire Chief's initiatives to prevent the 9-1-1 call and to meet our standards of response coverage:<br><br>• Enhance and enable data mining and analysis capabilities<br><br>• Improve automated reporting (e.g., Daily Report) | 9C | | | | | | |
| Support Services /Information Technology | Cooperate with County's security principles and strategies for next generation IT services:<br><br>• Encourage open data, transparency through social media, mobile on-line applications, etc. through the use of secure and stable cloud technologies.<br><br>• Control access to FRS systems, services and applications by careful account management.<br><br>• Regularly evaluate and analyze FRS systems and programs to identify, report and mitigate security risks.<br><br>• Educate and train users to improve security and privacy.<br><br>• Leverage available technologies (such as AD and IBoss) offered by DTS to engineer a better secured environment for specific communities that call for a more stringent security lock-down. | 9C | | | | | | |

# DIVISIONS/SECTIONS GOALS AND OBJECTIVES

| Division/Section | Goal / Objective | Accreditation Criterion | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|---|---|---|---|---|---|---|---|
| Support Services /Property and Supply | Goal: Improve the efficiency and responsiveness of the MCFRS Property and Supply Section<br><br>Strategy #1: Explore whether MCFRS should centralize multiple functions under the Property and Supply Section to include EMS supplies, small tools, etc.<br><br>Objectives:<br>• Key players representing the Fire Chief's Office, EMS, Fleet and Property & Supply should meet to explore the issue of centralization<br>• Site visits to other large departments with centralized Logistics should be arranged<br>• A fiscal analysis of the impact of centralizing Logistics operations should be completed<br>• Staffing changes and need for additional staffing should be evaluated<br><br>Strategy #2: Explore whether some Property & Supply items such as clothing and shoes can be ordered by and distributed directly to MCFRS personnel without visiting the Property & Supply storeroom. This option might allow employees and volunteers to more actively choose items from an approved item list, allow quicker receipt of items and provide a greater size selection to personnel. Individual ordering and shipping of items may cut down on staff time used for ordering, inventorying and distributing items and free up storage space in the store room.<br><br>Objectives:<br>• Property & Supply Section staff will meet to determine which items could possibly be provided directly from the vendor to the employee | 6B, 6E | | | | | | |

# DIVISIONS/SECTIONS GOALS AND OBJECTIVES

| Division/Section | Goal / Objective | Accreditation Criterion | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|---|---|---|---|---|---|---|---|
| | • The use of vendors to drop ship items to employee's homes can be explored<br>• Vendors with websites and systems in place to allow for individual ordering and fulfillment will be evaluated<br>• A fiscal analysis of the impact of allowing individual ordering will be conducted | | | | | | | |
| Support Services /Fleet | 1.Management of tools, equipment, hose, and appliances (TEHA):<br>• Maintain an inventory system using COTS<br>• Execute additional contracts for TEHA<br>2. Ensure that all TEHA requiring testing (by NFPA standard) is accomplished on-time | 6E | | | | | | |
| Support Services /Fleet | Implement industry best practices for parts management:<br>• Introduce a cyclical parts inventory<br>• Execute contracts for parts that are most advantageous to FRS<br>Create a Parts Manager and a Supply Technician position | 6D | | | | | | |
| Support Services /Fleet | To measure Section performance utilizing MCFRS requirements as well as standard fleet management measurements:<br>• Identify performance measurements for the fleet<br>Set objectives for individual measurements and monitor their implementation | 6D | | | | | | |
| Support Services /Fleet | Identify and propose a staffing model for performing preventative maintenance and repairs that does not require the need for vendors to perform routine maintenance and repairs:<br>• Research fleet measurements pertaining to staffing levels<br>Request funding for staffing levels, including support personnel, plus space, tools, etc. to support them | 6D | | | | | | |
| Support Services /Fleet | Continue to refine an ongoing apparatus replacement plan:<br>• Analyze and refine data from Apparatus Tracker and FASTER<br>Review data available from other sources, i.e. peer organizations and EFO projects | 6C | | | | | | |

# DIVISIONS/SECTIONS GOALS AND OBJECTIVES

| Division/Section | Goal / Objective | Accreditation Criterion | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|---|---|---|---|---|---|---|---|
| Support Services /Fleet | To examine and recommend alternative service delivery models for maintenance facilities and/or enhanced road service: Determine alternative methods to improve upon fleet services | 6D | | | | | | |
| Support Services /Fleet | Determine and implement regular training for Fleet Management staff for both automotive and vocational components of fire apparatus and EMS units: <br> • Determine training needs <br> Determine training sources/methods | 6D | | | | | | |
| Human Resources /Health and Wellness | To support the Section's goals and objectives, add and restore positions within the Safety Section: <br> • Assist with the day to day management of the Safety Section <br> • Focus and administer a specific program as outlined <br> • Assist with updating of MCFRS Health & Safety Policies <br><br> Assist with creating new MCFRS Health and Safety Policies to ensure compliance with OSHA/MOSH and NFPA Standards | 7F | | | | | | |
| Human Resources /Health and Wellness | To support the Section's goals and objectives, add a Shift Safety Captain position within the Safety Section: <br> • Add a second 24-hour Shift Safety Captain position <br> • Divide the MCFRS Battalions equally to distribute the work load <br> • Assign each Shift Safety Captain an area of responsibility within the Health and Safety Program to manage <br> • Develop safety matrices to support program area <br> • Conduct collision and illness/injury investigations, and develop corrective actions to reduce frequency & severity <br> • Conduct Risk Consultations with all stations and shifts including volunteer and civilian personnel | 7G | | | | | | |

# DIVISIONS/SECTIONS GOALS AND OBJECTIVES

| Division/Section | Goal / Objective | Accreditation Criterion | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|---|---|---|---|---|---|---|---|
| Human Resources /Health and Wellness /FROMS | Improve FROMS/OHR data collection process by updating current computer system to efficiently track results of physicals and data including individualized blood testing results, cardiac risk factors, immunization schedules, appointment times for future physicals and follow-up visits:<br>• Use new or upgraded medical software to collect and store vital medical data for analyzing the overall health and wellness of MCFRS firefighters<br>• Review and analyze medical data from examination results provided by FROMS contract staff to ensure yearly medical examination requirements are met, vaccination and immunization records are updated, and return-to-work examination guidelines are followed<br>• Evaluate data and determine trends regarding occupational diseases common to firefighters<br>• Provide group and individual wellness and injury prevention guidance based upon data collected and analyzed from the previous three objectives which will encourage firefighters to maintain healthy and active lifestyles. | 7G, 9C | | | | | | |
| Human Resources /Training | Complete Training of two Recruit Classes annually as allowed by attrition and OMB:<br>• Ensure two career recruit classes are fully trained and completed their probation annually<br>• Work with OHR and OMB to ensure the ability to run two full career recruit classes | 8B, 8C | | | | | | |
| Human Resources /Training | To work with the State of Maryland and the Committee of Accreditation of Educational Programs for the Emergency Medical Services Professions (COAEMSP) to become an accredited paramedic training institution:<br>• Integrate the attainment of college credits through an equivalency agreement from in-state colleges and | 8A, 8C | | | | | | |

| Division/Section | Goal / Objective | Accreditation Criterion | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|---|---|---|---|---|---|---|---|
| | universities for students completing the MCFRTA Paramedic program<br>• Develop a partnership with the other Paramedic/Emergency Health Services programs throughout Maryland<br>• Enhance our training program to advance the professionalism of our students, facility, faculty and program | | | | | | | |
| Human Resources /Training | Relocate the Public Safety Training Academy from the current Rockville-Travilah location to the new site on the Webb Tract in Gaithersburg:<br>• With DGS and MCP, oversee construction of new PSTA<br>• Move training assets to new PSTA<br>• Begin training classes at new PSTA | 6A, 6B, 8C | | | | | | |
| Human Resources /Labor Relations | Goal #1: To administer a fair and unbiased hiring process that results in high performing, diverse Firefighter/Rescuers.<br><br>Objectives:<br>1. Schedule entrance exams at least a year in advance<br><br>2. Modify class spec to include additional hiring criteria<br><br>3. Create greater opportunity for applying for a vacancy<br><br>4. Modify background disqualifying criteria to ensure no adverse impact on qualified candidates<br><br>5. Modify CPAT to facilitate greater and consistent participation, which will result higher success rate<br><br>6. Ensure selection process will be a holistic approach that targets desirable qualities in Firefighter/Rescuers | 7B | | | | | | |

# DIVISIONS/SECTIONS GOALS AND OBJECTIVES

| Division/Section | Goal / Objective | Accreditation Criterion | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|---|---|---|---|---|---|---|---|
| Human Resources /Labor Relations | Goal #2: To implement successful, innovative diversity outreach programs that can be promoted to other departments and industry stakeholders.  This will result in the recognition of the MCFRS Recruiting Section as an industry leader in the effort to attract, support and retain diversity.<br><br>Objectives:<br><br>1. Attract and retain committed, driven, staff that champion diversity both personally and professionally and place them into the Recruiting Section for at least two years.<br><br>2. Institutionalize a yearly evaluation of  MCFRS' hiring process to ensure the process remains conducive for diverse applicants to be hired.<br><br>3. MCFRS leaders will engage in conversations about diversity with diverse groups, both internally and externally, to further promote the Section's goals.<br><br>4. The Recruiting Section personnel will be provided with a budget sufficient to implement creative, effective programs.<br><br>5. The MCFRS PIO Section will actively promote the successes of MCFRS's diversity initiatives in trade.<br><br>6. Promote MCFRS Recruiting Section's  successes, strategies, and methods at national conferences attended by Fire department personnel | 7B | | | | | | |

# DIVISIONS/SECTIONS GOALS AND OBJECTIVES

| Division/Section | Goal / Objective | Accreditation Criterion | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|---|---|---|---|---|---|---|---|
| Human Resources /Labor Relations | Goal #3: Hire appropriate HR staff to fulfill present and future needs.<br><br>Objectives:<br>1. Recruiting Section<br>   a. Hire a Uniformed Captain<br>2. Employee Services<br>   a. Hire an Administrative Specialist II<br>   b. Hire an Administrative Specialist III<br>   c. Hire a Program Manager II<br>3. HR Administration<br>   a. Hire a HR Specialist III | 7A | | | | | | |